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Stevenson, Kellogg



STEVENSON & KELLOGG, LTD.

management consultants

three key concepts

From How to Buy/Sell Professional Services, by Warren J. Wittreich, Reprinted from Harvard Business Review; March-April, 1966.

What then should a buyer or seller of services keep in mind? I believe the answer to this question lies in three basic concepts:

MINIMIZING UNCERTAINTY

A professional service must make a direct contribution to the reduction of the uncertainties involved in managing a business. The proper assessment of a service, unlike tangible goods, usually must take into account the impact of its performance on the client's business.

UNDERSTANDING PROBLEMS

A professional service must come directly to grips with a fundamental problem of the business purchasing that service. The successful performance of the service, far more so than the successful production of a product depends on an understanding of the client's business.

BUYING THE PROFESSIONAL

A professional service can only be purchased meaningfully from someone who is capable of rendering the service. Selling ability and personality by themselves are meaningless.



which consulting firm?

Business, government and other organizations in Canada are working with management consultants to an ever-increasing extent and consultants are providing an increasing number of services.

Whether it be as specialists in areas such as computer science, management controls or industrial engineering, or as generalists in helping an organization achieve the best use of its resources, management consultants have demonstrated that they do make a significant contribution.

In dealing with problems, uncertainties, or opportunities, today's executive often asks himself, "Which consulting firm shall I use?" rather than, "What can a management consultant do for us?"

"Which consulting firm shall I use?"

This is a difficult question. It is difficult because management consulting firms are not all alike. There are differences in internal structure which lead to different consulting philosophies, and hence to a significantly different approach to the solution of a client's problem.

Following is a brief report about Stevenson & Kellogg. Its purpose: to acquaint you with the history, organization, people, philosophy and capability of our firm. To know our firm is to know the way we think. To know our philosophy is to know our way of solving problems for clients.



Stevenson & Kellogg is independent

Our firm was founded in 1934. Initially it was a branch of an American management consulting firm which because of its specialized capability had been asked by Canadian newsprint makers to serve the industry in Canada.

By 1950, the Canadian professional staff had purchased the Canadian company and it evolved into the present Stevenson & Kellogg, Ltd. Today, we have offices in seven cities in Canada and associates in South America, Central America and the Caribbean.

In 1969, the company merged the services of Lamond, Dewhurst, Westcott & Fraser, industrial psychologists with its own. This strengthened the Personnel and Organization Group, which now has more than 12 registered psychologists in offices across Canada as well as specialists in wage and salary administration.

We also broadened our foreign consulting in 1969, undertaking assignments for major clients in the United States, for the fishing industry of Iceland and for the Canadian government in Africa.

Our company has never lost its basic functional orientation. In fact, we have grown steadily by adding new business and management techniques (some developed or pioneered by us) as they proved to be useful to clients.

We prize our independence. While some of us are Chartered Accountants or Professional Engineers, our firm is neither a department of nor subsidiary to an accounting or engineering organization.

We have no business interests other than management consulting.

We believe that this provides us with an 'open-mind' approach and the freedom to use the best techniques to solve problems.

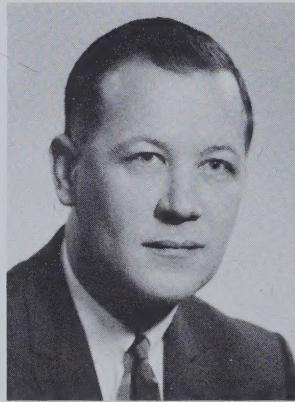


Stevenson & Kellogg is owned by its professional staff

This fact determines the nature of our organization. It creates the source of our consulting philosophy. It provides the thrust to embrace new ideas, new techniques and new people. And it fosters a special sense of responsibility to the client.

All our principals and most of our consultants are owners of the firm. When a consultant has been with us for a suitable period, he is allowed and encouraged to become a shareholder. Conversely, there are limits on individual holdings to ensure that the ownership is widely held. This policy is one reason why so many of our people have been with us for so long. It works in the client's favour because we are able to retain and pool our experience and industry knowledge.

We believe that aside from the normal professional sense of responsibility toward our work, we have that extra sense of pride in work well done that comes to a man when he is an owner, a partner in the firm.



KENNETH G. BELBECK
President



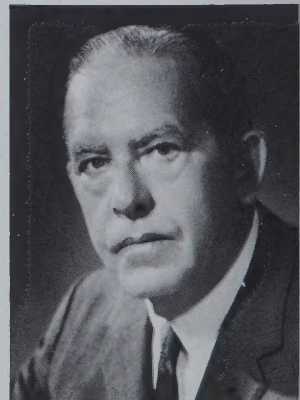
THOMAS E. ADAMS



LEE KEHAYAS

A principal is a man who is a substantial shareholder, participates in consulting projects, directs the work of consultants, and is authorized to commit the company. He is responsible for client contact and client satisfaction.

Before a man is invited to be a principal he must have won the respect of clients and colleagues—demonstrated his technical capability and his ability to organize and integrate projects—proved he understands how to solve client problems.



BERTRAM D. McAULEY

the principals of Stevenson & Kellogg



KENNETH R. BERRY



DONALD S. CRAIG



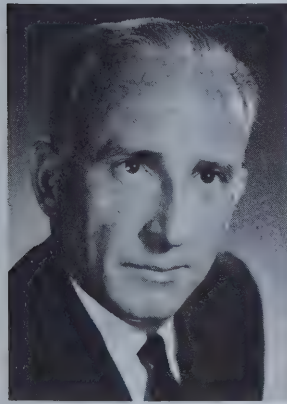
F. RONALD DENHAM



ALLON W. FRASER



J. CECIL HEWSON



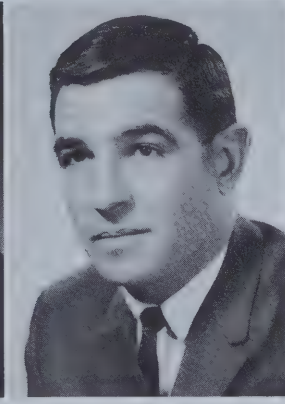
LEONARD B. KELLOGG



DONALD L. KING



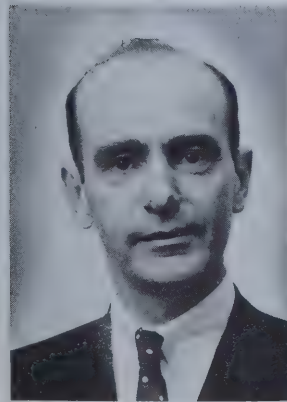
IAN G. KING



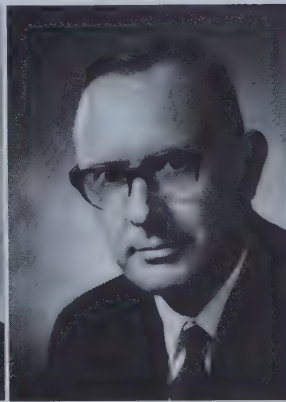
CHARLES C. LOYST



SYDNEY I. LYMAN



MICHEL MASSON



LIONEL C. MOHR



ROBERT F. MOORE



GEORGE MOWBRAY



COE D. SUYDAM



our internal structure is functional our consulting service strives for technical excellence

We believe that a firm of management consultants can be considered truly general consultants only when it includes functional specialists to parallel all facets of a client's organization. At that point it has the requisite pool of both technical and industry knowledge.

We are functionally organized: that is, consultants are grouped within their profession or specialty and each team is headed by a principal of the firm. Geographically, each office is administered by an area principal.

Thus, we have functional groups in Operations Management (including industrial engineering, production planning and control), Organization and Personnel (including executive search, salary administration, industrial psychology and occupational counselling), Management Science, Management Controls, Economics and Resources Management, Marketing Management, Computer Science, and General Management.

This functional organization enables us to offer an extensive range of services and to combine them to solve a broad range of problems.



we work on an exciting variety of projects

To provide a flavour of the broad range and size of our assignments, here are some of the things we are doing now . . . examining the effectiveness and efficiency of the grant structure for a province in the area of social and economic welfare . . . designing a new organization structure and developing long range plans for a major building products manufacturer . . . installing an Office Productivity Improvement Program (OPIP) for one of Canada's largest life insurance companies . . . designing a computerized manufacturing and distribution system for a major paper company . . . finding executives for dozens of organizations from Vancouver to Halifax,

and—
conducting a marketing program for the fishing industry of Canada, setting salary standards for many municipalities in every province, continuing our work on systems for the Department of National Defence, training industrial engineers and foremen in a former strike-torn plant with the view to setting new standards and arriving at labour peace and improved productivity, completing a maintenance management program for a major oil firm and an incentive program for a logging and lumbering organization,

and—
developing a distribution system for an electrical manufacturer, designing warehouses, conducting product and feasibility studies for grocery products manufacturers, designing the merger of several large associations, appraising hundreds of psychological evaluations of personnel, reviewing compensation practices, conducting a Systems Design and Analysis Course.

or—
we might have picked examples from the past . . . creating the information system to integrate a provincial medical plan into medicare, setting up a computer system for a provincial Liquor Control Board, the use of mathematical techniques to redirect a planned four million dollar investment program, or our diverse work with hundreds of small companies.

Our projects range in size from small ones of one or two thousand dollars to large ones of fifty thousand dollars or more.

The point is we are busy and we are involved in many projects which will not only improve our clients' operations, but in many instances add to the sum of business and management knowledge.



our consulting philosophy is practical and evolves from our many years of service to business government and other organizations

Our history and internal organization, the broad base of our skills and the kind of people our principals and consultants are, have all combined to shape our philosophy of management consulting.

First, we believe we are problem-solvers. As a result of our work some aspect of the client organization must be improved. Although we are not advocates of change for the sake of change, we do approach each task with the desire that positive action should result from our work—and with the 'big changes' carefully planned in stages to reduce disruption.

Second, as there is little point in trying to solve problems that are merely manifestations of other uncertainties or difficulties, we try to take an independent approach to uncover the real nature of the problem.

Third, on a complex assignment we adopt an inter-disciplinary approach—a team with specialists in each aspect of the problem.

Fourth, we strive to mesh with all levels of the client's staff. We believe that new methods or techniques are of little value unless the client's staff takes them to heart.

Fifth, we believe in follow-up. This is especially applicable when there has been some form of employee training or when we are involved in introducing change.

Stevenson & Kellogg offers a broad range of services

We have served and are serving business,
government and other organizations in the
areas of management listed below:

general management and organization

corporate planning

marketing

financial administration

economics and resource management

manufacturing management—industrial
engineering

physical distribution

computer science

management controls

management science

personnel policies and practices

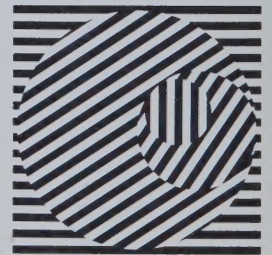
executive search

industrial psychology and occupational
counselling

references

We do not publish client lists. But we do
provide specific references related to
potential projects with the client's permission.

We are a member of the Canadian Association
of Management Consultants, the Association
of Consulting Management Engineers Inc.
and the MTM Association for Standards
and Research.



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